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MEMORANDUM FOR: Director of Personnel

7 JUN 1985

FROM: Clair E. George
Deputy Director for OperationsSUBJECT: Necessity for Flexibility in CT Hiring
Age Limits

1. Our experience with the JOT and CT Programs has shown that, if we adhere closely to all other DO CT selection criteria, we can safely and profitably hire CTs at 21 or 22 who are just graduating from college. What we sacrifice in maturity and life experience, we more than make up for in experience gained on the job, longer careers, commitment to CIA, and in not losing good talent to other careers. Therefore, we strongly believe that you should not place any numerical restrictions on hiring of recent college graduates. Please hire as many as you can find who meet DO CT criteria. Ones we miss at this stage we will probably never have another chance to hire.

2. The 21 or 22 year old new college graduate needs to mature and thus must spend some period of time at Headquarters before being ready for that first overseas operational assignment. This is not lost time. The young officer learns more about the Agency and the DO and how they function. He also makes a very valuable contribution to the mission by doing desk work while learning. This is also an excellent time in which to teach the officer languages and let him gain life experience from studying a language overseas. An added benefit of hiring these young officers is that they are much more moldable and impressionable and thus are likely to form very strong bonds of loyalty and dedication to the Agency. Our experience has shown that the retention rate for these young officers is very high. We have also seen them grow into very effective officers over long and productive careers.

3. While the major thrust of this memo is the need to really work on getting those CT candidates just graduating from college, we are also interested in those falling around the upper limit of approximately 35 years of age. They have the life experience and maturity and yet are still young enough to receive full training and have a full and productive career.

/s/Clair E. George

Clair E. George

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